

Texas Principal Evaluation System



The principal evaluation rubric was developed by a Steering Committee of educators from the state of Texas that included school-level and district-level leaders, university leadership development program directors, and representatives from the Texas Education Agency in collaboration with McREL International field consultants and researchers.

**Texas Principal Evaluation System
Principal Rubric**

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Principal Evaluation Rubric

Name:	Date:
TEA ID#:	District E-mail:
School:	School Year:
Position:	Assignment:
Appraiser:	Appraiser Title(s):

Appraisers will use this rubric to complete their assessment of the principals' performance during the year. Likewise, the principal and appraiser will use this rubric as a guide for performance discussions and as a tool to determine the final evaluation rating for the principal. To complete this form, begin in the *Developing* column. If the practices listed in the *Developing* column describes the principal's performance throughout the year, mark the box beside the practice. Continue to work down the column of *Developing* practices. Continue this process through the *Proficient*, *Accomplished*, and *Distinguished* categories for each indicator within the principal evaluation rubric. If no practices can be checked at this time, make a comment in the *Not Demonstrated / Needs Improvement* column. If practices in the *Distinguished* column are marked, provide an explanatory comment.

Standard 1 – *Instructional Leadership*: The principal is responsible for ensuring every student receives high-quality instruction.

Indicator 1A: The principal ensures implementation of state and district curricula and assessments aligned with state standards, including college and career readiness standards.

Distinguished	Accomplished	Proficient	Developing	Not Demonstrated Needs Improvement
<ul style="list-style-type: none"> <input type="checkbox"/> Makes significant and noteworthy contributions toward helping the school district adopt, adapt, or design rigorous research-based curriculum aligned with state standards 	<ul style="list-style-type: none"> <input type="checkbox"/> Monitors the fidelity of curriculum implementation <input type="checkbox"/> Collaborates with building leadership team to strengthen implementation of the approved curriculum and the alignment with state standards through accurate analysis of data sources 	<ul style="list-style-type: none"> <input type="checkbox"/> Has a clearly defined plan for implementing the district approved curriculum <input type="checkbox"/> Actively initiates activities and opportunities for teachers and staff to evaluate the implementation of the approved curriculum 	<ul style="list-style-type: none"> <input type="checkbox"/> Understands and is knowledgeable about the district approved curriculum and its alignment to the state standards 	Comment Required:
<ul style="list-style-type: none"> <input type="checkbox"/> Makes significant and noteworthy contributions toward helping the school district adopt, adapt, or design rigorous research-based assessments (both formative and summative) that support the approved curriculum and improve student learning outcomes 	<ul style="list-style-type: none"> <input type="checkbox"/> Ensures the approved curriculum is assessed using formative and summative assessments that are focused on maximizing learning for all students across all grades and content areas . . . and	<ul style="list-style-type: none"> <input type="checkbox"/> Actively initiates activities and opportunities for teachers and staff to provide a comprehensive analysis of formative and summative assessment data and the impact on student achievement. . . and	<ul style="list-style-type: none"> <input type="checkbox"/> Understands and is knowledgeable about assessment (formative & summative) practices and issues and their effect on student learning . . . and	
Appraiser Comments:				

Indicator 1B: The principal monitors and ensures high-quality instructional practices among teachers and staff that improve student performance.

Distinguished	Accomplished	Proficient	Developing	Not Demonstrated Needs Improvement
<ul style="list-style-type: none"> <input type="checkbox"/> Ensures that knowledge of teaching and learning serves as the foundation for the school's professional learning community 	<ul style="list-style-type: none"> <input type="checkbox"/> Analyzes instructional implementation data and provides staff with on-going opportunities (e.g. vicarious experience, action research) to master the use of effective instructional strategies 	<ul style="list-style-type: none"> <input type="checkbox"/> Provides guidance on the implementation and effective use of research-based instructional strategies in every classroom <input type="checkbox"/> Implements a system(s) for monitoring the implementation and effective use of research-based instructional strategies in every classroom 	<ul style="list-style-type: none"> <input type="checkbox"/> Understands and articulates the adopted model of instructional planning and delivery 	Comment Required:
<ul style="list-style-type: none"> <input type="checkbox"/> Leverages professional development, and research-based strategies to increase the collective efficacy of teachers and staff 	<ul style="list-style-type: none"> <input type="checkbox"/> Analyzes and synthesizes teacher performance data to determine school-wide goals for instructional improvement <input type="checkbox"/> Develops and executes a specific and targeted plan for instructional professional development informed by teacher evaluation, student achievement, and other applicable data sources <p>... and</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Utilizes instructional performance data to encourage self-reflection and engage teachers in performance improvement conversations about instructional planning and delivery <input type="checkbox"/> Utilizes existing structures within the school to provide and actively participate with teachers in meaningful professional development that incorporates self-reflection and address findings from multiple data sources <p>... and</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Is knowledgeable about research on effective instructional practices and their impact on student achievement <p>... and</p>	
<p>Appraiser Comments:</p>				

Indicator 1C: The principal monitors multiple forms of student data to inform instruction and intervention decisions to maximize student achievement.

Distinguished	Accomplished	Proficient	Developing	Not Demonstrated Needs Improvement
<ul style="list-style-type: none"> <input type="checkbox"/> Empowers, challenges, and supports staff to execute approved programs and research-based school and classroom practices with the fidelity needed to ensure the learning, achievement, and complete educational development of all students 	<ul style="list-style-type: none"> <input type="checkbox"/> Requires and monitors fidelity and consistency in the implementation of research-based practices and monitors their impact on student learning and achievement 	<ul style="list-style-type: none"> <input type="checkbox"/> Works collaboratively with teachers and staff to assess the impact of effective programs and interventions on student learning and achievement 	<ul style="list-style-type: none"> <input type="checkbox"/> Understands and articulates the impact of school-level practices on student learning and achievement 	Comment Required:
	<ul style="list-style-type: none"> <input type="checkbox"/> Actively utilizes leadership teams to analyze data relevant to the fidelity and consistency of implementing research-based school and classroom practices and the impact of those practices on the learning and achievement of all students . . . and	<ul style="list-style-type: none"> <input type="checkbox"/> Utilizes a variety of district-approved student achievement data sources to strategically and intentionally implement effective research-based programs and interventions that improve the achievement of all students . . . and	<ul style="list-style-type: none"> <input type="checkbox"/> Understands and articulates the importance of using multiple data sources to inform program decisions that improve the achievement of all students . . . and	
Appraiser Comments:				

Indicator 1D: The principal ensures that effective instruction maximizes growth of individual students and student groups, supports equity, and eliminates the achievement gap.

Distinguished	Accomplished	Proficient	Developing	Not Demonstrated Needs Improvement
<input type="checkbox"/> Develops relationships with parents/guardians and the community to improve good will and trust in the schools ability to close achievement gaps	<input type="checkbox"/> Utilizes leadership teams to analyze relevant data and optimize work processes, programs, and services that result in closing achievement gaps	<input type="checkbox"/> Collaboratively develops clear expectations for teachers and staff that emphasize practices consistent with the meaning of equity and result in closing achievement gaps	<input type="checkbox"/> Understands and articulates a clear meaning of equity within the school community	Comment Required:
<input type="checkbox"/> Makes significant and consistent progress towards eliminating achievement gaps while maximizing individual student achievement	<input type="checkbox"/> Analyzes relevant achievement data to inform and prioritize program and instructional improvement efforts that make measureable progress towards eliminating the achievement gaps while maximizing individual student achievement	<input type="checkbox"/> Continually and systematically assesses the progress towards eliminating achievement gaps among identified sub-groups of students	<input type="checkbox"/> Models and promotes high expectations for all students student sub-groups and staff	
	<input type="checkbox"/> Actively identifies and secures the additional resources necessary to eliminate achievement gaps among student groups . . . and	<input type="checkbox"/> Analyzes relevant data and ensures that available resources are appropriated and align with school improvement priorities to maximize achievement growth for all students . . . and	<input type="checkbox"/> Understands and articulates the learning and social/emotional needs of student groups within the school community . . . and	
Appraiser Comments:				

STANDARD 1: EXAMPLES OF ARTIFACTS AND/OR EVIDENCE:

- Campus Improvement Plan
- Student achievement and testing data
- Leadership teams
- Use of research-based school and classroom practices
- Campus master schedule
- Formative and summative assessments
- Education plans for identified sub-populations
- Stakeholder surveys

Standard 2 – Human Capital: The principal is responsible for ensuring there are high-quality teachers and staff in every classroom throughout the school.

Indicator 2A: The principal recruits, selects, places, mentors, and retains diverse and highly effective teachers and staff.

Distinguished	Accomplished	Proficient	Developing	Not Demonstrated Needs Improvement
<ul style="list-style-type: none"> <input type="checkbox"/> Capitalizes on the tangible and intangible assets of staff members to optimize student academic growth and development 	<ul style="list-style-type: none"> <input type="checkbox"/> Utilizes leadership teams to analyze appropriate data sources and strategically develop processes for recruiting, hiring, supporting, and retaining staff to strengthen the school's vision and mission 	<ul style="list-style-type: none"> <input type="checkbox"/> Has a concise plan and implements processes for recruiting, hiring, supporting, and retaining staff who implement school improvement priorities and support student achievement goals 	<ul style="list-style-type: none"> <input type="checkbox"/> Understands and articulates the importance of effective recruiting, hiring, supporting, and retaining teachers and staff members 	Comment Required:
	<ul style="list-style-type: none"> <input type="checkbox"/> Establishes a culture of high performance that supports teacher retention 	<ul style="list-style-type: none"> <input type="checkbox"/> Uses approved district processes to screen, interview and hire a diverse staff that is representative of the vision of the school and meets students' needs <input type="checkbox"/> Implements and manages district personnel policies in a fair and equitable manner 	<ul style="list-style-type: none"> <input type="checkbox"/> Understands and articulates the importance of clear expectations, structures, and procedures for managing human resources 	
	... and	<ul style="list-style-type: none"> <input type="checkbox"/> Utilizes organizational resources to effectively manage human capital ... and	<ul style="list-style-type: none"> <input type="checkbox"/> Is aware of organizational resources and understands the necessity of managing human capital ... and	
<p>Appraiser Comments:</p>				

Indicator 2B: The principal coaches and develops teachers and staff by giving individual feedback and aligned professional development opportunities.

Distinguished	Accomplished	Proficient	Developing	Not Demonstrated Needs Improvement
<ul style="list-style-type: none"> <input type="checkbox"/> Leverages observational and hands-on experiences for teachers that meet staff development needs and ensure expected performance improvement outcomes are met 	<ul style="list-style-type: none"> <input type="checkbox"/> Uses performance and goal setting data to encourage and challenge staff to reflect on, and define, the knowledge, skills, and concepts are essential to the complete educational development of all students 	<ul style="list-style-type: none"> <input type="checkbox"/> Routinely works collaboratively with teachers and staff to assess the impact of research based programs and interventions on student learning and achievement 	<ul style="list-style-type: none"> <input type="checkbox"/> Understands and can articulate the professional development needs of teachers and staff as those needs relate to educating a diverse student population 	Comment Required:
<ul style="list-style-type: none"> <input type="checkbox"/> Maintains and models a school-wide culture of professional learning and improvement that supports frequent professional feedback for teachers and staff 	<ul style="list-style-type: none"> <input type="checkbox"/> Supports and encourages systematic feedback among teachers and staff <input type="checkbox"/> Utilizes leadership teams to accurately analyze teacher performance data to adapt professional development based on the changing needs of the school ... and	<ul style="list-style-type: none"> <input type="checkbox"/> Regularly provides teachers and staff with individual performance feedback and organizes targeted professional development opportunities ... and	<ul style="list-style-type: none"> <input type="checkbox"/> Involves campus committees and/or leadership teams in identifying needs for campus professional development ... and	
Appraiser Comments: 				

Indicator 2C: The principal implements collaborative structures and provides leadership opportunities for effective teachers and staff.

Distinguished	Accomplished	Proficient	Developing	Not Demonstrated Needs Improvement
<input type="checkbox"/> Supports teachers and staff to accept leadership responsibilities outside of the school building	<input type="checkbox"/> Incorporates teachers and staff into leadership and decision-making roles in the school in ways that foster their career development . . . and	<input type="checkbox"/> Has a defined process for supporting and modeling leadership development and decision-making activities for teachers and staff members <input type="checkbox"/> Facilitates ongoing support for teachers and staff who are taking on new or additional leadership and decision-making roles . . . and	<input type="checkbox"/> Understands and articulates the importance of providing opportunities for teachers to assume leadership and decision making roles within the school . . . and	Comment Required:
Appraiser Comments: 				

Indicator 2D: The principal provides clear expectations of performance and conducts rigorous evaluations of all staff using multiple data sources.

Distinguished	Accomplished	Proficient	Developing	Not Demonstrated Needs Improvement
<input type="checkbox"/> Maintains a culture where teacher performance evaluations align with student academic growth and development	<input type="checkbox"/> Holistically analyzes formative and summative teacher and staff evaluations to strategically plan for professional development to improve instructional practice	<input type="checkbox"/> Creates processes to provide formal feedback to teachers concerning the effectiveness of their classroom instruction and ways to improve	<input type="checkbox"/> Adheres to legal requirements for teacher and staff evaluation	Comment Required:
	... and	<input type="checkbox"/> Accurately analyzes multiple sources of teacher performance data and makes fair and accurate determinations aligned with state statute and district policy governing teacher evaluation .. and	<input type="checkbox"/> Implements district and state evaluation policies in a fair and equitable manner Understands and articulates the importance of providing clear expectations of performance for teachers and staff ... and	
Appraiser Comments:				

STANDARD 2: EXAMPLES OF ARTIFACTS AND/OR EVIDENCE:

- Campus Improvement Plan
- Student achievement and testing data
- Teacher retention data
- Teacher professional growth plans
- Site professional development plan
- National Board Certified Teachers
- Stakeholder surveys

Standard 3 – Executive Leadership: The principal models personal responsibility and a relentless focus on improving student outcomes.

Indicator 3A: The principal is solutions-oriented, treats challenges as opportunities, and supports the school and community through continuous improvement.

Distinguished	Accomplished	Proficient	Developing	Not Demonstrated Needs Improvement
<ul style="list-style-type: none"> <input type="checkbox"/> Maintains a culture in which teachers and staff encourage and support each other during challenging times 	<ul style="list-style-type: none"> <input type="checkbox"/> Analyzes relevant school productivity and student achievement data to consider new and innovative ways to lead improvement initiatives 	<ul style="list-style-type: none"> <input type="checkbox"/> Empowers the school staff to take ownership of the continuous improvement process 	<ul style="list-style-type: none"> <input type="checkbox"/> Understands and articulates the necessity for establishing and maintaining a culture of continuous improvement 	Comment Required:
<ul style="list-style-type: none"> <input type="checkbox"/> Systematically challenges the status quo by leading change initiatives with potentially beneficial outcomes 	<ul style="list-style-type: none"> <input type="checkbox"/> Implements collaborative processes to collect, analyze, and act on relevant data about the school's progress toward accomplishing goals 	<ul style="list-style-type: none"> <input type="checkbox"/> Inspires teachers by including them in the development of a strategic goal setting process <input type="checkbox"/> Encourages teachers and staff to accomplish school goals 	<ul style="list-style-type: none"> <input type="checkbox"/> Understands and articulates a personal vision for improving the school's ability to serve the needs of all students and the necessity for strategic goal setting 	
<ul style="list-style-type: none"> <input type="checkbox"/> Is the driving force behind improvement initiatives that strengthen the collective ability of the school community to adapt to conditions 	<ul style="list-style-type: none"> <input type="checkbox"/> Creates and uses a transition team during times of change to assist individuals with new ways of doing things ... and	<ul style="list-style-type: none"> <input type="checkbox"/> Adapts leadership style to the needs of individual teachers and staff struggling with change ... and	<ul style="list-style-type: none"> <input type="checkbox"/> Understands and articulates how change initiatives can be perceived differently by different stakeholders ... and	
<p>Appraiser Comments:</p>				

Indicator 3B: The principal proactively seeks and acts on feedback, reflects on personal growth areas, seeks development opportunities, changes practice in ways that improves student outcomes.

Distinguished	Accomplished	Proficient	Developing	Not Demonstrated Needs Improvement
<input type="checkbox"/> Develops and refines structures to gather feedback and data from educational stakeholders	<input type="checkbox"/> Utilizes performance feedback and synthesizes relevant data to adapt professional practice and leadership behaviors that ensure students receive high-quality instruction	<input type="checkbox"/> Incorporates performance feedback from supervisors; attends district-mandated professional development and makes changes to practices	<input type="checkbox"/> Understands the importance of performance feedback from supervisors in the context of personal and school improvement	Comment Required:
<input type="checkbox"/> Serves as a role model for continuous improvement in professional practice among colleagues	<input type="checkbox"/> Actively seeks out individual growth and professional development opportunities ... and	... and	... and	
Appraiser Comments:				

Indicator 3C: The principal communicates with all audiences and develops productive relationships.

Distinguished	Accomplished	Proficient	Developing	Not Demonstrated Needs Improvement
<ul style="list-style-type: none"> <input type="checkbox"/> Leverages communication among and between stakeholder groups to increase the adoption of new and innovative change initiatives within the school or district 	<ul style="list-style-type: none"> <input type="checkbox"/> Monitors the effectiveness of systems and protocols to enable internal and external stakeholder groups to effectively communicate with each other and with the principal and makes adjustments to optimize communication 	<ul style="list-style-type: none"> <input type="checkbox"/> Implements and utilizes a variety of strategies to encourage effective open communication between and among students, teachers, staff, and the larger school community <input type="checkbox"/> Designs and utilizes a system of open communication so that members of diverse interest groups feel welcomed and/or heard within the school community 	<ul style="list-style-type: none"> <input type="checkbox"/> Understands and articulates the importance of open and honest communication with stakeholder groups about school priorities, initiatives, and improvement activities 	<p>Comment Required:</p>
	<ul style="list-style-type: none"> <input type="checkbox"/> Monitors to improve systems designed to encourage and build community relationships , in a manner that fosters respect, outreach, and community engagement <p>... and</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Develops relationships by providing opportunities for the appropriate participation of stakeholder groups in the decision making process of the school <p>... and</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Understands and can articulate the importance of developing positive relationships with school and community stakeholder groups <input type="checkbox"/> Is accessible to all stakeholder groups <p>... and</p>	
<p>Appraiser Comments:</p>				

Indicator 3D: The principal adheres to the Code of Ethics and Standard Practices for Texas Educators in such a way that it demonstrates a moral imperative to educate all children and follows practices and procedures of his or her respective district.

Distinguished	Accomplished	Proficient	Developing	Not Demonstrated Needs Improvement
<input type="checkbox"/> Actively leads in the development of district goals and initiatives for improving achievement of all students	<input type="checkbox"/> Models ethical behavior by educating the larger community	<input type="checkbox"/> Develops and implements staff trainings on policies and procedures related to ethical behavior <input type="checkbox"/> Ensures compliance of federal, state, and local mandates and policies by all faculty and staff	<input type="checkbox"/> Understands and adheres to the Code of Ethics and Standard Practices for Texas Educators <input type="checkbox"/> Understands and can articulate federal, state, and district mandates and policy regarding the educational services entitled to all students	Comment Required:
	<input type="checkbox"/> Develops a systematic approach for the selection of staff members to lead initiatives designed to mitigate differences among student groups and close achievement gaps	<input type="checkbox"/> Models cultural awareness and responsiveness to student differences and provides training to faculty and staff	<input type="checkbox"/> Understands that cultural awareness and student differences (e.g. race, gender, language, SES) influences student achievement	
	<input type="checkbox"/> Collaborates with leadership teams to develop strategies that demonstrate an ethical responsibility for student opportunity and access to the full span of the curriculum ... and	<input type="checkbox"/> Educates school personnel on the ethical responsibility to respond to all students' academic, social-emotional, and physical needs ... and	<input type="checkbox"/> Understands the ethical responsibility for responding to the academic, social-emotional, cultural, and physical needs of all students ... and	
Appraiser Comments:				

STANDARD 3: EXAMPLES OF ARTIFACTS AND/OR EVIDENCE:

- | | | |
|---------------------------|---------------------------------------|---|
| • Campus Improvement Plan | • Visioning documents | • |
| • Campus leadership teams | • Staff professional development plan | • |
| • Stakeholder surveys | • Teacher retention data | • |

Standard 4 – School Culture: The principal is responsible for establishing and implementing a shared vision and culture of high expectations for all staff and students.

Indicator 4A: The principal develops, implements, and sustains a shared vision of high expectations for all students and staff.

Distinguished	Accomplished	Proficient	Developing	Not Demonstrated Needs Improvement
<ul style="list-style-type: none"> <input type="checkbox"/> Leverages personal skills and abilities to be a leader of leaders across the district, in the community, and in the field impacting student learning and achievement <input type="checkbox"/> Promotes a unified purpose and shared vision for the school to ensure equity of high expectations for all learners 	<ul style="list-style-type: none"> <input type="checkbox"/> Is the driving force behind a campus-wide belief that teachers and staff can impact student learning and achievement <input type="checkbox"/> Maintains a culture of continuous improvement in the school which guides the interventions/enrichment / outcomes for every student and staff member 	<ul style="list-style-type: none"> <input type="checkbox"/> Demonstrates a belief through words and actions that teachers and staff can impact student learning and achievement <input type="checkbox"/> Leads the development of clear, concise, and agreed-upon processes to empower routine and systematic decisions, activities, and initiatives for school improvement 	<ul style="list-style-type: none"> <input type="checkbox"/> Understands and articulates how unity of purpose, teamwork, and commitment to teaching and learning are interrelated and support the work of the school 	<p>Comment Required:</p>
<ul style="list-style-type: none"> <input type="checkbox"/> Engages school community and stakeholders to promote and internalize the Campus Improvement Plan (CIP) as the baseline for how we do business 	<ul style="list-style-type: none"> <input type="checkbox"/> Empowers SBDM* to collectively lead and monitor the implementation of the Campus Improvement Plan (CIP) <p>... and</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Regularly uses and applies the Campus Improvement Plan (CIP) to inform and lead campus decisions <p>... and</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Maintains a Campus Improvement Plan (CIP) with a unified purpose and a shared vision for the school <p>... and</p>	
<p>NOTE: SBDM: Site-based Decision Making</p>				
<p>Appraiser Comments:</p>				

Indicator 4B: The principal establishes, reinforces and monitors clear expectations for adult, staff and student conduct, including social and emotional supports.

Distinguished	Accomplished	Proficient	Developing	Not Demonstrated Needs Improvement
<input type="checkbox"/> Engage stakeholders to regularly assess the capacity and need for changes in expectations, structures, rules, routines, and interventions to advocate for positive impact in the school community	<input type="checkbox"/> Collaborates with campus leadership to systematically monitor compliance of clear structures, rules, procedures, routines, and interventions for student and adult behavior that maximize opportunities for all students to learn . . . and	<input type="checkbox"/> Communicates clear structures, rules, procedures, routines, and interventions for student and staff behavior that maximize opportunities for all students to learn . . . and	<input type="checkbox"/> Understands and can explain the importance of clear expectations, structures, rules, and procedures for students and staff to follow . . . and	Comment Required:
Appraiser Comments:				

Indicator 4C: The principal purposefully engages families and community members in meaningful student learning experiences.

Distinguished	Accomplished	Proficient	Developing	Not Demonstrated Needs Improvement
<input type="checkbox"/> Develops and utilizes relationships with parents/guardians and the community to develop good will and garner fiscal, intellectual, and human resources in support of the school's improvement agenda	<input type="checkbox"/> Implements processes that empower parents/guardians and all community stakeholders to contribute to decisions that positively influence student learning experiences	<input type="checkbox"/> Creates systems and processes that engage parents/ guardians and all community stakeholders in a shared responsibility for student and school success	<input type="checkbox"/> Understands and can explain that parents/guardians and community members have a critical role in developing community engagement, support, and ownership of the school	Comment Required:
<input type="checkbox"/> Leverages the influence and synergy of the school and community stakeholders to work together to support high levels of student achievement	<input type="checkbox"/> Utilizes the culturally responsive needs and positive traditions of the school and community to drive higher levels of student achievement . . . and	<input type="checkbox"/> Identifies the culturally responsive needs and positive, traditions of the school and community . . . and	<input type="checkbox"/> Understands and can explain the importance of cultural perspective in the school and community . . . and	
Appraiser Comments:				

Indicator 4D: The principal creates a safe school environment that ensures the social, emotional, and physical well-being of staff and students.

Distinguished	Accomplished	Proficient	Developing	Not Demonstrated Needs Improvement
<input type="checkbox"/> Leverages capacity by building teams of community members to participate in and advocate for the school's safe environment	<input type="checkbox"/> Leverages capacity by building teams of staff to lead and manage components of school safety procedures ...and	<input type="checkbox"/> Reviews, analyzes, and implements school safety initiatives based on school data to ensure an environment conducive to learning ...and	<input type="checkbox"/> Understands and implements district policies and procedures regarding school safety ...and	Comment Required:
Appraiser Comments: 				

Indicator 4E: The principal applies a variety of student discipline techniques to meet the behavioral and academic needs of individual students.

Distinguished	Accomplished	Proficient	Developing	Not Demonstrated Needs Improvement
<input type="checkbox"/> Leverages campus and district student support systems including parents/guardians to sustain and strengthen the confidence in the school's ability minimize student discipline issues in order to best serve the educational needs of all students	<input type="checkbox"/> Provides a comprehensive analysis of school discipline data and engages learning teams to sustain systems that routinely and conscientiously protect instructional time from interruptions in classroom and across the campus ...and	<input type="checkbox"/> Fairly and consistently implements the Student Code of Conduct to ensure an optimal learning environment for all students ...and	<input type="checkbox"/> Understands and implements district policies and procedures regarding student discipline ...and	Comment Required:
Appraiser Comments:				

STANDARD 4: EXAMPLES OF ARTIFACTS AND/OR EVIDENCE:

- Campus Improvement Plan
- Student discipline data
- Teacher turnover data
- School safety plan
- Stakeholder surveys
- Community partnerships
- Stakeholder engagement activities

Standard 5 – Strategic Operations: The principal is responsible for implementing systems that align with the school’s vision and mission and improve the quality of instruction.

Indicator 5A: Strategic Planning - The principal outlines and tracks clear goals, targets, and strategies aligned to a school vision that continuously improves teacher effectiveness and student outcomes.

Distinguished	Accomplished	Proficient	Developing	Not Demonstrated Needs Improvement
<input type="checkbox"/> Leverages high, concrete goals in order to sustain a high performing school culture that creates demand for innovation and improvement	<input type="checkbox"/> Systematically monitors, evaluates, and refines goals, targets and strategies through data analysis	<input type="checkbox"/> Implements change initiatives that are aligned with the schools goals, targets, and improvement strategies	<input type="checkbox"/> Uses a variety of classroom and school data to challenge the status quo and identify necessary change initiatives	Comment Required:
	<input type="checkbox"/> Systematically and clearly communicate the progress toward achieving goals to all members of the school community ... and	<input type="checkbox"/> Maintains a consistent focus on the school and classroom influences that effect student learning and systematically communicates successes and shortcomings toward achieving goals and targets within the school ... and	<input type="checkbox"/> Understands and can explain the importance of open, effective communication in the operation of the school and the progress toward improving student achievement ... and	
Appraiser Comments: 				

Indicator 5B: Maximized Learning Time - The principal implements daily schedules and a yearlong plan for regular data-driven instruction cycles, gives student access to diverse and rigorous instructional programs, and builds in time for professional development.

Distinguished	Accomplished	Proficient	Developing	Not Demonstrated Needs Improvement
<input type="checkbox"/> Ensures ongoing student engagement through instructional programs that provide opportunities for personalized learning	<input type="checkbox"/> Systematically monitors the effect of the master schedule on teacher planning and student achievement	<input type="checkbox"/> Establishes systems that minimize or eliminate interruptions and distractions to classroom instruction	<input type="checkbox"/> Designs school schedules and calendars that address the learning needs of diverse student populations	Comment Required:
<input type="checkbox"/> Proactively reviews and adjusts schedules and plans to respond to changes in instructional needs	<input type="checkbox"/> Through a critical analysis of school and classroom data, policies, practices, and procedures are implemented that maximize the use of instructional time ...and	<input type="checkbox"/> Strategically plans an annual professional development schedule that aligns to school and classroom instructional needs ...and	<input type="checkbox"/> Ensures adherence to all legal and policy requirements for teacher planning and professional development ...and	
Appraiser Comments:				

Indicator 5C: Tactical Resource Management - The principal aligns resources with the needs of the school and effectively monitors the impact of these resources on school goals.

Distinguished	Accomplished	Proficient	Developing	Not Demonstrated Needs Improvement
<input type="checkbox"/> Designs structures and processes that enable shared responsibility of leadership teams that result in the recommendations and decisions for the allocation of resources that ensure equitable outcomes for all students	<input type="checkbox"/> Implements processes and procedures that ensure the long-term viability of effective programs and practices	<input type="checkbox"/> Analyzes relevant data and incorporates feedback in the decisions to allocate resources for professional development of faculty and staff	<input type="checkbox"/> Understands and can explain the importance to assess and allocate school resources to support the professional development needs of faculty and staff	Comment Required:
	<input type="checkbox"/> Analyzes school improvement data in to strategically plan for the allocation of human, fiscal and technological resources to maximize outcomes for all students . . . and	<input type="checkbox"/> Seeks human, fiscal and technological resources necessary to perform their duties and maximize outcomes for all students . . . and	<input type="checkbox"/> Is knowledgeable about the school budget and accounting procedures . . . and	
Appraiser Comments:				

Indicator 5D: Policy Implementation and Advocacy - The principal collaborates with district staff to implement district policies and advocate for the needs of district students and staff.

Distinguished	Accomplished	Proficient	Developing	Not Demonstrated Needs Improvement
<input type="checkbox"/> Plays an active role in the development of district/regional/state/national goals and initiatives directed at improving student achievement	<input type="checkbox"/> Analyzes relevant school data in order to actively collaborate with school leadership teams to plan and execute strategies of the CIP that are aligned with the district initiatives for improving student achievement	<input type="checkbox"/> Implements district initiatives directed at improving student achievement	<input type="checkbox"/> Understands and can explain district goals and initiatives directed at improving student achievement	Comment Required:
	...and	<input type="checkbox"/> Collaborates with administrative colleagues to share best practices related to district goals and initiatives <input type="checkbox"/> Seeks internal and external opportunities to secure resources in support of the school's academic program ...and	<input type="checkbox"/> Openly and effectively communicates between and within school and district administration <input type="checkbox"/> Is a strong advocate for the school and the school academic program with school district, parents/guardians, and the school community ...and	
Appraiser Comments:				

STANDARD 5: EXAMPLES OF ARTIFACTS AND/OR EVIDENCE:

- Campus Improvement Plan
- School financial information
- Master school schedule with instructional times
- Visioning documents
- Staff professional development plan
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